

GENERAL INFORMATION

Background

The Army Management Staff College's (AMSC) *Sustaining Base Leadership and Management (SBLM) Program* provides graduate-level professional development—executive knowledge, skills, and perspective across functional areas for leaders and managers who serve or will serve in the Army's sustaining base.

AMSC defines the sustaining base as that aggregation of people, guidance, systems, money, materiel, and facilities that prepare the soldier for, get the soldier to, sustain the soldier during a particular action, return that soldier home, and take care of the soldier's family throughout. It encompasses Headquarters, Department of the Army through installation, and even unit. It encompasses the environment and context within which the Army must accomplish its mission; functional areas such as resources, personnel, logistics, acquisition, installation management; decision-making tools and practices; and creative, critical, and strategic thinking applied to problem solving. Within its broad educational mission, AMSC's SBLM Program offers students the opportunity to be the literate of the future¹.

The academic program focuses on enduring principles and concepts over transient or procedural activities. The content stresses critical thinking and active learning, practical work among student and faculty-student teams, and *intensive* student self-preparation—at least 2 weeks of which occur before matriculating to the 12-week resident portion of the program.

The SBLM Program employs a variety of teaching and learning techniques that include lectures, seminar discussions, research projects, practical exercises, case studies, field trips, and student leadership opportunities.

Through frequent written and oral evaluations of progress; students demonstrate knowledge of the mission, roles, functions, and organization of the Army, and relate Army systems (money, people, things, and places) to each other and the larger economic, social, and political environments within which Army leaders must manage and make decisions.

The SBLM Program is a pass/fail program. The American Council on Education, College Credit Recommendation Service evaluated this program—read "Credit Equivalencies" at TAB D for more information.

¹ Toffler, A., & Toffler, H. (1994). *Creating a new civilization: The politics of the third wave*. Atlanta, GA: Turner Publishing, Inc.

History

In examining civilian school opportunities within the Department of the Army in 1985, the Inspector General noted two key issues. First, there was no management or leadership training for key civilian employees comparable to that provided by military staff and senior service colleges. Second, there was no comprehensive program for military or civilians to train in Army-specific subjects geared to the sustaining base. In response to these weaknesses, the Chief of Staff approved the establishment of a college to educate and prepare selected military and civilian leaders.

Initially, AMSC conducted the program at the Maritime Institute of Technology and Graduate Studies in Linthicum, Maryland. The pilot class of 42 civilian and eight military students represented 17 different commands, 19 civilian career fields, and eight military career branches. From 1990-1992, AMSC delivered the program three times annually at the Radisson Mark Plaza (now the Hilton) Hotel in Alexandria, Virginia.

Fort Belvoir, Virginia, became the permanent home for AMSC as the College moved into its new quarters at Humphreys Hall in January 1993. At that time, the size of each class increased from 100 to 200 students. Soon after the College established itself at Fort Belvoir, Thayer Hall joined the “AMSC Campus.” Thayer Hall, which was built as a library, now houses the AMSC library, which specializes in sustaining base topics, as well as the Fitness Center. The students reside at Knadle Hall, directly across from the campus.

To accommodate students who are unable to attend the resident program, the College instituted a Nonresident Pilot Program in September 1993. The first Nonresident Program class began in January 1995. This program provides the same content as the resident program, but is adapted to the distance learner. Since its inception, the program became a cyber-schoolhouse featuring on-line learning resources and virtual seminar discussions. The Nonresident Program also catalyzed the Year 2000 Electronic Campus. This virtual campus eventually will include all AMSC programs. To access the electronic campus, click on <http://www.amsc.belvoir.army.mil/ecampus/default.htm>

In 1994, at the request of the Vice Chief of Staff of the Army, pursuant to the intent of the Chief of Staff of the Army, the Assistant Chief of Staff for Installation Management (ACSIM) asked AMSC to prepare Garrison and Area Support Group Commanders to effectively lead and manage diverse garrison functions, organizations, and operations to accomplish the total installation mission. AMSC accomplished this through the Garrison Pre-command Course. In addition, AMSC was asked to prepare Installation Commanders to effectively lead and manage the diverse and inter-linked multiples of existing and emerging sustaining base programs and policies affecting Army installations

and their missions through its components of the General Officer Installation Command Course. Garrison Sergeants Major soon discovered the potential value of a course dedicated to their role and linked to the Garrison Command Team concept. In 1997, AMSC piloted the Garrison Sergeants Major Course. With the ACSIM's support AMSC institutionalized the course in 1999.

Among other changes in the personnel community linked to regionalization, the Deputy Assistant Secretary of the Army for Civilian Personnel Policy moved Personnel Management for Executives (PME) from the soon to close Army Center for Civilian Human Resource Management² to the Army Management Staff College in October 1997. The personnel community has offered PME since 1954. Offered for many years at numerous regional sites around the country, AMSC now offers PME, which focuses on the people issues of organizations, at Fort Leavenworth in the Kansas City area.

In addition to its programs, faculty consults with organizations on specific issues of interest touching the sustaining base. In part, faculty uses these consultations to gather real-time examples of challenges facing leaders and managers throughout the sustaining base. Faculty then applies these examples as part of the learning experiences of students in AMSC's programs.

In the course of a few short years, AMSC grew from one to seven programs and added a significant consulting base. These activities exemplify AMSC's two core competencies, educating sustaining base leaders and serving as resource to the sustaining base.

Purpose

The AMSC serves three basic purposes. *First*, in support of the Army Civilian Training, Education, and Development System (ACTEDS), it educates Army civilian and military leaders to assume leadership and management responsibilities throughout the sustaining base. *Second*, the College promotes the bonding of civilian and military leaders, thereby enhancing the cohesiveness of the Army. *Third*, the College adds to the body of sustaining base knowledge through research and consulting, thus acting as a resource to the communities it serves.

² The remaining training function moved to the Civilian Personnel Operations Center Management Agency located at Aberdeen Proving Ground, Maryland.

Customer Requirements

In 1995 AMSC faculty interviewed 169 general officer, Senior Executive Service (SES), and political appointee executives of the Army, DOD, and selected federal institutions. The purpose was to validate requirements which AMSC graduates should fulfill as a critical pool of future Army leaders, managers, and executives. The findings from that validation are listed in the next section. These requirements heavily influence the selection of the AMSC resident SBLM Program curriculum design, organization, and content, as well as the selection of learning and teaching methods. The SBLM Program orients delivery on adult learning strategies, many opportunities to practice, and real-time, non-standard problem solving. AMSC faculty provide students the opportunity to learn. Students must take the opportunity and apply themselves to that learning.

AMSC Customers Demand...

Leaders Who Can:

- Lead people.
- Make decisions and solve problems—and take action on the decisions.
- Write clearly and concisely for internal and external audiences.
- Orally communicate with internal and external audiences.

Leaders Who Have:

- Vision (“see” connections; understand where the Army is going.)
- Flexibility (mental agility and ability to lead in ambiguous situations.)
- “Can do” attitude.
- Selflessness (organizationally focused.)

Leaders Who Know:

- Mission, roles, functions, organization of the Army.
- MACOM, major subordinate command mission, goals, and objectives.
- Relationships among Army systems (money, people, things, & places.)
- Command vision of next higher level.
- How their organizations fit into the Army context.

Diagnostic Instruments

The SBLM Program uses selected diagnostic instruments to help students better understand themselves in their roles as leaders and managers. These instruments typically assess such areas as writing skills, management and

leadership, individual personality type, and learning styles. Included are pure self-assessments and assessments that measure the perceptions of supervisors, peers, and subordinates, also called 360-degree assessments. These instruments, coupled with ongoing feedback in these areas from the faculty advisor, will assist students in recognizing their strengths and weaknesses

Faculty Advisors

We will assign each student a faculty advisor. Normally, three faculty members are assigned to each seminar to serve as facilitators and advisors. One of these faculty members serves as Seminar Leader and will be the student's primary point of contact for all academic and administrative issues. Student needs or problems should first be discussed with the assigned Seminar Leader, or in the Seminar Leader's absence, one of the seminar faculty members. The student may be referred to other staff members for administrative assistance as needed.

Each seminar room contains a Faculty/Staff Biography book. This book provides information about each faculty and staff member.

Classroom "Rules of the Road"

We assign students a permanent seat for presentations in the Lecture Hall upon arrival at the AMSC. Students may not change seat assignments without permission from seminar faculty. Students with medical conditions that require a seat change should immediately bring it to the attention of their seminar faculty. Faculty, in coordination with the Registrar's staff, may change seat assignments for accommodation purposes. Seating in seminar rooms is the responsibility of seminar faculty. Attendance will be monitored during all sessions presented in lecture or seminar.

The doors that are located adjacent to the stage in the lecture hall are for emergencies only. Please enter and exit the lecture hall using the foyer doors.

Students share responsibility for the general cleanliness of the lecture hall and seminar rooms. *We do not permit eating and drinking in the Lecture Hall or in the foyer leading to the Lecture Hall*³. Seminar rooms are the student's home base. Remove trash from the desk areas daily. Books, notes, and personal study materials may be left in assigned seminar rooms during the class day;

³ Students with medical conditions requiring drink should bring a physician's note.

however, students remain responsible for the books, materials, or equipment they have been issued or have signed out. Students must not rearrange or remove classroom furniture without prior seminar faculty approval.

We assign selected seminars to host the presentation of Track Topics. Therefore, we ask seminar students and faculty to prepare space for the use of others; for example, clear tables of materials so that others may move freely about and to ensure that private or sensitive material has been properly stored. Conversely, Track Topic users of seminar rooms should leave the rooms as they found them.

Humphreys Hall, the location of AMSC, is a *NO SMOKING* facility. Smoking areas have been designated at the east side building parking lot. Smoking policy will be discussed in seminar. Please do not smoke in other than designated smoking areas.

Security and Safety

Students share responsibility for the security of seminar rooms, lecture hall, computer center, library, fitness center—indeed, all AMSC buildings and facilities. We open buildings at 0630 and lock them at 1700. Students have access to the buildings at other hours but should ensure that doors lock behind them. Some doors may need an extra tug or push to close properly.

The normal rules for secure and safe environments apply. Do not leave valuables unattended. Know the location of and route to meeting points in case of fire/emergency drills. Report problems or other safety/security observations immediately to the seminar faculty or building manager.

Class Schedule

We will provide a tentative schedule of the 12-week program. This draft schedule identifies class times, locations, guest speaker presentations, and special events. This schedule is only a guide; it is *subject to frequent changes*. We will make the final weekly schedule available each Thursday for the following week. If there are any changes to the final weekly schedule, students will either receive a new schedule or be notified by their Seminar Leader about the change. Schedules are available on the LAN in the seminar room.

Identification Badges

Administration will issue student identification badges during in-processing. Please wear them during all scheduled events and at all official AMSC functions. The size and number of the class, administrative staff, and faculty makes it difficult to get to know everyone. Wearing identification badges

facilitates communication with staff, faculty, other students, and guests of AMSC. Guest speakers especially appreciate the gesture of wearing identification badges where they can be easily read. Students must wear their identification badges in order to receive lunch on regularly scheduled class days.

Survey Instruments

We administer survey instruments to all students throughout the program. These surveys cover a broad range of areas including academic, administrative, and quality of life issues. We use the feedback received to improve the program. We expect all students to participate in the survey process. We hold surveys in the strictest confidence and report data only in aggregate form.

Accountable and Non-Accountable Items

During seminar in-processing, we issue students a number of books and learning materials. We will charge to replace non-accountable items if they are lost. They may not be replaced at all if the item is in short supply. We will charge for accountable items not returned or returned in unusable, marked up, or other defaced condition. AMSC will not issue diplomas to students with outstanding obligations to the College.

Use of Photocopy Equipment, Fax, Computers...

AMSC makes government photocopy equipment, fax machines, computers and other office equipment available for student use contingent upon the following:

- Use only equipment in seminar, Student Services, or otherwise indicated for student use.
- Use equipment only in discharging responsibilities associated with the curriculum, class leadership, or sanctioned College activities.
- Treat equipment with care and respect. Do not use it for purposes it was not intended to fulfill.

Misuse, misapplication, or willful damage and disregard of the above may result in involuntary administrative attrition from the SBLM Program.

Use Electronic Media

Everyone at the College relies on e-mail to communicate. We do not intend to replace appropriate face-to-face communication or signatures of approval for College/student activities with e-mail or e-mail approvals.

What is appropriate to send over electronic means is subject to debate and discussion across all professional communities. We expect all AMSC students to use language, tone, and quality of communication over e-mail or other electronic means which indicates they are of high professional character and possess the self-control and discipline which may be expected of executives.

Misuse of Internet, e-mail, or other electronic communication—to include hacker or hacker-like activities, accessing or sending pornographic materials, and using libelous language—may result in involuntary administrative attrition from the College.